

# **PHUMELELA LOCAL MUNICIPALITY**



## **SERVICE DELIVERY BUDGET IMPLEMENTATION (SDBIP)**

**2019/2020**



**VREDE THEMBALIHLE MEMEL ZAMANI WARDEN EZENZELENI**



**Approval of the Service Delivery Budget Implementation  
Plan (SDBIP by the Mayor, Councilor J T Motaung.**

The Mayor of Phumelela local municipality considers the Service Delivery Budget Implementation Plan 28 days after the IDP and Budget has been approved by Council.

The mayor should review the SDBIP for compliance, alignment and adherence to the agenda of Council with the scorecards of the Municipal Manager and Directors as basis for reporting performance to the Mayor, Council and the public. The performance agreements of the senior management team will also be based on the document.

The Service Delivery Budget Implementation Plan is hereby approved in terms of section 53 (1) (C) (ii) of the MFMA by the Mayor of Phumelela municipality. Councilor J T Motaung

\_\_\_\_\_  
**DATE:** \_\_\_\_\_

Cllr John Motaung

Mayor of Phumelela

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## **Executive Summary**

The Municipality is required to produce a Service Delivery and Budget Implementation Plan to show the following;

- Monthly projections of revenue and expenditure for the operating and capital budgets
- Quarterly service delivery targets and performance indicators.

Each month the Municipal Manager must present the Mayor with a report showing how income and spending is progressing against these projections.

Every quarter the Mayor must report to Council on the progress of the budget.

### ***Revenue Projections 2019/20***

The following graph shows how the Municipality's operating revenue is expected to accrue over the financial year.

### **Operating Expenditure**

The following graph shows how the Municipality's operating budget is expected to be spent over the financial year.

### ***Service Delivery Targets and Performance Indicators***

Each Directorate has to provide quarterly targets so that performance can be monitored throughout the year. The Municipal Manager's and Director's performance contracts must contain these targets. The targets cannot be changed during the year unless Council approves the changes. The performance targets for 2018/19 are contained in the accompanying Estimates Annexure document

### **Introduction**

As a low capacity municipality in terms of implementation of the Municipal Finance Management Act, Phumelela produced its first Service Delivery and Budget Implementation Plan for 2013/14

A Service Delivery and Budget Implementation Plan is defined in chapter 1 of the Act as a detailed plan approved by the Mayor for implementing the municipality's delivery of municipal services and its annual budget.

Essentially a business plan, the SDBIP is an integral part of the financial planning process. Although its approval is required after the budget its preparation has occurred in tandem with the budget process. The SDBIP is the connection between the budget and management performance agreements, and it includes detailed information on how the budget will be implemented – by means of forecast cash flows – and service delivery targets and performance indicators.

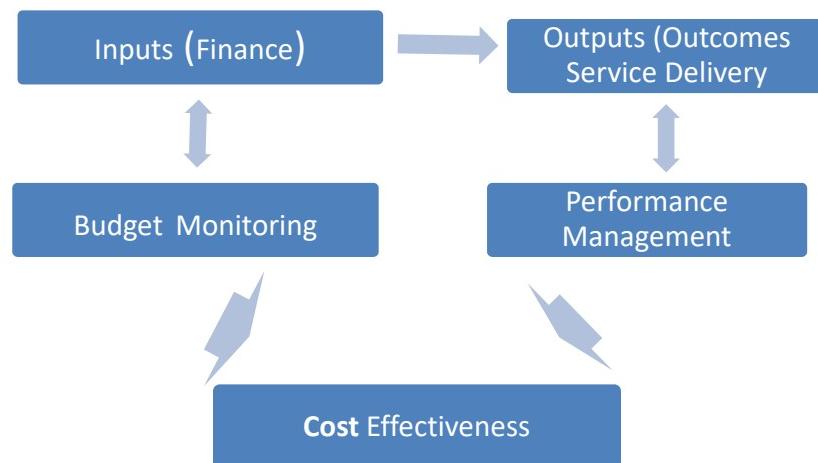
## The Components of a SDBIP

The five necessary components of a SDBIP are

1. Monthly projections of revenue to be collected for each source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Capital works plans.

The SDBIP is the formal link between organisational performance and the budget. It also provides a means to measure cost effective service delivery by linking the inputs – the budget – to the service outputs and outcomes.

Budgetary control and performance monitoring combine to measure the cost effectiveness of service delivery



## SDBIP CONCEPT

National Treasury, in MFMA circular 13, outlined the concept of the SDBIP. It is seen as a contract between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months.

It is a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager, Senior Managers and community. It is also a performance monitoring tool that enables the Municipal Manager to monitor the performance of senior managers. The MFMA requires that the performance agreements of senior managers be linked to the measurable performance objectives in the SDBIP.

As a vital monitoring tool, the SDBIP should help enable the Mayor and Municipal Manager to be pro-active and take remedial steps in the event of poor performance.

The SDBIP is considered as a layered plan. Whilst only the top layer is made public at council, the budget and performance targets should be broken down into smaller targets and cascaded to middle-level and junior managers. Directorates should be producing their own SDBIP's which roll up into the municipality's SDBIP.

### **MFMA requirement -Approval of the SDBIP**

Under the MFMA the process for approval of the SDBIP is covered under Chapter 7 - Responsibilities of Mayors and Chapter 8 - Responsibilities of municipal officials.

Under chapter 8 the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as drafts of the annual performance agreements required in the Municipal Systems Act.

Chapter 7 of the MFMA requires the Mayor to "take all reasonable steps" to ensure that the SDBIP is approved by the mayor within 28 days after the approval of the budget and that the SDBIP is made public no later than 14 days after that.

### **MFMA REQUIREMENT – IMPLEMENTATION & MONITORING**

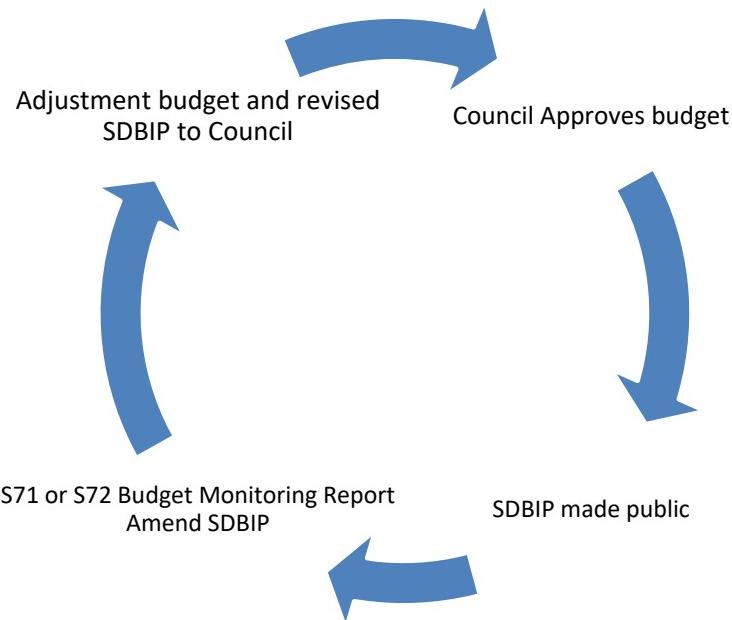
Section 54 sets out the responsibilities of the Mayor with regard to budgetary control and the early identification of financial problems.

When a budget monitoring report is received under section 71 or 72 of the MFMA, the Mayor must check whether the budget is being implemented in accordance with the SDBIP. If it is decided to amend the SDBIP, any revisions to the service delivery targets and performance indicators must be made with the approval of council following an adjustments budget. The Mayor must issue instructions to the accounting officer to ensure that the budget is implemented in terms of the SDBIP.

The revised SDBIP must be promptly made available to the public.

The following diagram illustrates this process;

## THE SDBIP FEEDBACK MECHANISM



### The SDBIP process in Phumelela

The production of the SDBIP has been coordinated in the Municipal Manager Office Directorate although all directorates have been involved with its development.

The detailed budget monthly estimates and the detailed quarterly performance indicators are contained in the SDBIP estimates annexure.

### OPERATING EXPENDITURE

The annual operating budget has been broken down into monthly projections by applying the trends of previous years' spending to each line item in the budget.

The projections in the estimates annexure are shown by Service Delivery Unit and by expenditure type.

The following should be taken into account:

There is a risk of building into the plan undesirable trends. For example, the graph below shows the high level of spending anticipated in the final month of the financial year. This is a regular and common occurrence in municipal finance but not necessarily desirable.

There may have been extraordinary events in past years that have skewed the trends and these trends will not be repeated in 2019/2020 although they are included in the SDBIP.

The estimates are based on percentage spending per month and do not take into account any over or under spending on particular items.

The operating expenditure budget, excluding recharges, for 2019/20 is R 154 546 million.

### **Operating Income**

Again previous year trends have been used to provide the estimates for 2019/20 and the previous comments on the shortcomings in this methodology apply to revenue as well. The information is shown by department and by the national standard for showing revenue source. The estimates are based on budgeted income rather than cash collected.

The operating income budget for 2019/20 is R 154 638 million.

### **Capital Expenditure**

As far as the cash flow forecasts of the Capital Expenditure for 2019/20 are concerned, the projections contained in this document are very speculative. The cash flow forecasts will be revised and refined in the finalization of the final SDBIP for 2019/20.

The Capital budget for 2019/20 is R 51 208 million.

## **SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

A number of meetings were held with directorates and the performance indicators and targets developed. These targets have been included in the 2019/20 SDBIP.

The targets and indicators attempt to measure a range of activities in the municipality. It will be the responsibility of directorates to provide information on progress towards achieving these targets on a quarterly basis.

It is likely that new performance indicators will be developed as the Municipality is currently putting in place a new performance management system. Any revision to the SDBIP resulting from a change in Performance Indicators will be reported to Council for approval in terms of Section 54 (c) of the MFMA.

## **Definition of a Vote**

The MFMA requires that operational and capital expenditure by vote is shown in the SDBIP. The MFMA defines a vote as one of the main sections of the budget.

A circular from National Treasury clarifies this further by providing details of the Government Finance Statistics classifications which aims to provide a consistent basis for defining a vote so that information can be gathered for comparative purposes.

The SDBIP shows the projections by Phumelela Service Delivery Unit as these are the most relevant for monitoring purposes and is in line with the municipality's new virement policy. However, the SDBIP estimates annexure also includes a table for each directorate showing where each Service Delivery Unit sits in relation to the GFS service classification

## **Monitoring and the adjustments budget process**

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the Municipality's financial position including year-end projections.

As detailed earlier, the Mayor must consider these reports under s54 of the MFMA and then make a decision as to whether the SDBIP should be amended.

The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances.

In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

Appendix 1 sets out the protocol for monitoring the budgets agreed as part of the 2019/20 SDBIP

## **APPENDIX1 – PROTOCOL FOR REVISION OF SDBIP**

The Mayor must decide on receipt of a section 71 or 72 budget monitoring report whether to amend the SDBIP in the light of the information received.

This protocol sets out the various steps that should be followed to allow the Mayor's obligations under section 54 of the MFMA to be fulfilled.

### **Protocol**

Financial Services (Budget Office) will provide the Municipal Manager with information as required under section 71 and 72 of the MFMA and this information will be submitted to the Mayor by the 10th working day of each month.

The information will show a comparison of actual performance against the planned income and expenditure included in the SDBIP.

For capital projects, each variance of ±10% or R10, 000 whichever is the greater will be highlighted. The Mayor will then ask the Director responsible for that project for a written report covering;

The reason for the variance

If necessary, what corrective measures have been put in place.

Whether the start and finish dates of the capital project need amending.

Whether the project specification will need to be amended.

Revised monthly estimates of expenditure for the project.

The Director must supply this information within one week of the request from the Mayor.

Following the receipt of these reports the Mayor will make one of the following decisions;

Note the report of the Director.

Note the report of the Director and keep the project under review.

Request the Director to attend a Performance Review meeting with the Mayor, Municipal Manager and Director Financial Services to examine the reasons for the variation, the potential for bringing the project back on track and the likely impact on service delivery. Following this meeting, the Mayor will then decide whether the SDBIP should be amended.

If it is decided to amend the capital programme and SDBIP, so as to maintain overall service delivery, Directors will be asked to put forward schemes currently scheduled for year 2 or 3 of the capital programme that can be implemented sooner. The financial implications of these suggestions will be assessed by the Director of Financial Services and a recommendation made to the Mayor as to which ones would be possible to proceed with and an adjustments budget prepared.

For operating expenditure and revenue, the Mayor will review the variances in the monthly budget monitoring report and, notwithstanding the requirements for an adjustments budget, request from Directors an explanation of all variances ±10% of the monthly budget forecast. Directors will be asked to explain whether the service delivery targets included in the SDBIP can still be achieved.

The Mayor will then decide whether the SDBIP should be amended in the light of these explanations.

At the end of each quarter, Directors must supply the Municipal Manager with the actual performance against each of the performance indicator targets. This information must be submitted to the Mayor by the 10th working day after each quarter along with the budget monitoring information for that quarter as provided by Financial Services (Budget Office).

If the actual performance on any indicator varies from the planned performance the Mayor can ask the responsible Director for a written report asking for an explanation of the variance and, if the performance is worse than projected, what measures have been put in place to ensure that the projected level of performance can be met in the future.

The Mayor will then review these reports and decide whether the SDBIP should be amended

## **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2019/20**

### **REQUIREMENTS OF MUNICIPAL FINANCE MANAGEMENT ACT**

#### **Chapter 1 – Definitions**

SDBIP means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-(a) projections for each month of-Revenue to be collected, by source; and Operational and capital expenditure by vote(b) service delivery targets and performance indicators for each quarter and(c) any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54 (1) (c)

#### **Chapter 8 – Responsibilities of Municipal Officials**

##### **Section 69 Budget Implementation**

Section 69 (3) The Accounting Officer must no later than 14 days after the approval of the budget submit to the mayor

(a) A draft service delivery and budget implementation plan for the budget year; and

(b) Drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the municipal manager and all senior managers

#### **Chapter 7 – Responsibilities of Mayors**

##### **Section 53 – Budget Processes and related matters**

Section 53 (1) (c) The mayor of a municipality must take all reasonable steps to ensure-

(ii) That the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; and

(iii) That the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act for the Municipal Manager and all senior managers-

(bb) are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

##### **Section 53 (3)**

(a) The mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later

##### **Section 54 Budgetary control and early identification of financial problems**

On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72 the mayor must-

(1) (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

(c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that all revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of council

(d) issue any appropriate instructions to the accounting officer to ensure-

(i) that the budget is implemented in accordance with the service delivery and budget implementation plan

(3) The mayor must ensure that any revisions of the service delivery and budget implementation plan are made public promptly.

## REVENUE BY SOURCE – 2019/20

Description R thousand		2019/20 Medium Term Revenue & Expenditure Framework			
		Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<u>Revenue By Source</u>					
Property rates	14 886 252,34	13 231 688,00	13 946 200,00	14 699 294,00	
Service charges - electricity revenue	1 658 737,00	8 490 343,00	8 955 360,00	9 438 716,00	
Service charges - water revenue	9 713 534,00	13 203 138,00	13 919 064,00	14 723 483,00	
Service charges - sanitation revenue	5 140 773,49	10 642 410,00	11 219 700,00	11 872 014,00	
Service charges - refuse revenue	7 819 683,48	10 095 132,00	10 642 572,00	11 258 403,00	
Rental of facilities and equipment	918 710,18	4 465 473,00	4 706 608,00	4 960 765,00	
Interest earned - external investments	220 000,00	220 000,00	231 880,00	244 401,00	
Interest earned - outstanding debtors	13 436 442,00	12 918 136,00	13 615 716,00	14 350 964,00	
Dividends received	-	-	-	-	
Fines, penalties and forfeits	54 000,00	57 240,00	60 331,00	63 589,00	
Licences and permits	25 590,18	25 590,00	26 972,00	28 428,00	
Agency services	-	-	-	-	
Equitable Share	68 083 000,00	72 028 000,00	77 248 000,00	84 046 000,00	
Equitable Share (Councillors Remuneration)	3 310 000,00	3 423 000,00	3 585 000,00	3 756 000,00	
Financial Management Grant	2 415 000,00	2 880 000,00	3 312 000,00	3 576 000,00	

EPWP	-	1 000 000,00	-	-
Municipal Infrastructure Grant	20 698 000,00	21 048 000,00	22 017 000,00	23 411 000,00
Water Service Infrastructure Grant	15 000 000,00	20 000 000,00	21 100 000,00	22 260 000,00
Integrated National Electrification Programme Grant	-	5 160 000,00	6 400 000,00	6 752 000,00
Regional Bulk Infrastructure Grant	33 000 000,00	5 000 000,00	-	-
Transfers and subsidies	74 698 000,00	78 470 719,00	83 240 727,00	90 468 888,00
Other revenue	4 759 565,05	1 584 467,00	1 628 557,00	1 675 027,00
Gains on disposal of PPE	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>275 837 287,72</b>	<b>283 943 336,00</b>	<b>295 855 687,00</b>	<b>317 584 972,00</b>

## EXPENDITURE BY TYPE 2019/20

Description R thousand	Ref	Budget Year 2019/20										
		July	August	Sept.	October	November	December	January	February	March	April	May
<b>Expenditure By Type</b>	-											
Employee related costs		6 288	6 288	6 288	6 288	6 288	6 288	6 288	6 288	6 288	6 288	6 288
Remuneration of councillors		540	540	540	540	540	540	540	540	540	540	540
Debt impairment		892	892	892	892	892	892	892	892	892	892	892
Depreciation & asset impairment		192	192	192	192	192	192	192	192	192	192	192
Finance charges		143	143	143	143	143	143	143	143	143	143	143
Bulk purchases		1 263	1 263	1 263	1 263	1 263	1 263	1 263	1 263	1 263	1 263	1 263
Other materials		-	-	-	-	-	-	-	-	-	-	-
Contracted services		377	377	377	377	377	377	377	377	377	377	377
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-
Other expenditure		3 184	3 184	3 184	3 184	3 184	3 184	3 184	3 184	3 184	3 184	3 184
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>	<b>12 879</b>

## CAPITAL EXPENDITURE BY VOTE 2019/20

Description R thousand	Ref	Budget Year 2019/20											
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b><u>Multi-year expenditure to be appropriated</u></b>	1	-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - Council And Executive		-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Financial And Administration Services		-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Development		-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Sports and Recreation		-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Waste Management		-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Waste Water Management		-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Road Transport		-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Water		-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	2	-	-	-	-	-	-	-	-	-	-	-	-
<b><u>Single-year expenditure to be appropriated</u></b>		-	-	-	-	-	-	-	-	-	-	-	-
Vote 1 - Council And Executive		-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Financial And Administration Services		-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Development		88	88	88	88	88	88	88	88	88	88	88	88
Vote 4 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	2 936
Vote 5 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Sports and Recreation		150	150	150	150	150	150	150	150	150	150	150	150
Vote 7 - Waste Management		-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Waste Water Management		1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 598
Vote 9 - Road Transport		-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Water		1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945
Vote 11 - Electricity		697	697	697	697	697	697	697	697	697	697	697	697
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-

Vote 13 - [NAME OF VOTE 13]	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	2	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	7 413
Total Capital Expenditure	2	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	7 413

## CAPITAL EXPENDITURE BY GFS CLASSIFICATION 2019/20

Description	Ref	Budget Year 2019/20											
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<u>Capital Expenditure - Functional</u>	1												
<i>Governance and administration</i>		-	-	-	-	-	-	-	-	-	-	-	-
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		-	-	-	-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		150	150	150	150	150	150	150	150	150	150	150	3 085
Community and social services		-	-	-	-	-	-	-	-	-	-	-	2 936
Sport and recreation		150	150	150	150	150	150	150	150	150	150	150	150
Public safety		-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		88	88	88	88	88	88	88	88	88	88	88	88
Planning and development		88	88	88	88	88	88	88	88	88	88	88	88
Road transport		-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	4 240
Energy sources		697	697	697	697	697	697	697	697	697	697	697	697
Water management		1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945	1 945
Waste water management		1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 102	1 598
Waste management		-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	2	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	3 981	7 413

<u>Funded by:</u>													
National Government	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267
Provincial Government	-	-	-	-	-	-	-	-	-	-	-	-	-
District Municipality	-	-	-	-	-	-	-	-	-	-	-	-	-
Other transfers and grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267
Borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Funding		4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267	4 267

## REVENUE BY VOTE 2019/20

Vote Description R thousand	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue by Vote</b>	1									
Vote 1 - Council And Executive		216	-	1 500	3 310	3 310	3 310	3 423	3 585	3 756
Vote 2 - Financial And Administration Services		112 569	155 987	228 346	74 689	78 944	78 944	94 445	100 093	107 204
Vote 3 - Planning and Development		463	-	16	685	657	657	670	670	670
Vote 4 - Community and Social Services		172	-	113	159	200	200	204	215	226
Vote 5 - Public Safety		146	-	51	57	57	57	57	60	64
Vote 6 - Sports and Recreation		-	-	-	-	-	-	-	-	-
Vote 7 - Waste Management		9 492	8 314	12 824	13 645	14 152	14 152	12 568	12 665	13 339
Vote 8 - Waste Water Management		9 767	8 758	13 091	10 320	10 699	10 699	13 313	13 403	14 006
Vote 9 - Road Transport		-	-	-	-	-	-	-	-	-
Vote 10 - Water		10 252	10 160	11 813	13 257	12 184	12 184	15 513	16 074	16 920
Vote 11 - Electricity		8 632	3 651	6 674	10 270	13 129	13 129	14 444	14 830	16 052
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	2	151 711	186 870	274 427	126 391	133 331	133 331	154 638	161 596	172 237

<u>Expenditure by Vote to be appropriated</u>	1	17 733	19 922	19 942	19 915	22 757	22 757	23 772	25 593	26 975
Vote 1 - Council And Executive										
Vote 2 - Financial And Administration Services		63 575	36 905	56 971	39 572	40 746	40 746	46 277	48 355	51 221
Vote 3 - Planning and Development		25 402	29 557	60 692	12 147	12 609	12 609	15 892	16 992	18 032
Vote 4 - Community and Social Services		953	997	1 515	906	885	885	1 011	1 056	1 115
Vote 5 - Public Safety		1 685	1 063	2 838	939	939	939	1 261	1 349	1 422
Vote 6 - Sports and Recreation		1 458	1 522	-	2 410	2 442	2 442	2 647	2 831	2 984
Vote 7 - Waste Management		8 450	7 812	8 188	7 820	5 899	5 899	10 809	10 930	11 909
Vote 8 - Waste Water Management		16 259	26 735	8 396	9 191	10 132	10 132	12 208	12 380	13 049
Vote 9 - Road Transport		1 099	1 379	1 388	4 000	5 883	5 883	5 990	6 093	6 199
Vote 10 - Water		15 998	20 514	14 570	13 431	15 065	15 065	17 221	17 613	19 831
Vote 11 - Electricity		26 577	64 117	30 153	16 006	15 961	15 961	17 459	18 302	19 391
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	179 188	210 523	204 653	126 337	133 316	133 316	154 546	161 494	172 126
Surplus/(Deficit) for the year	2	(27 477)	(23 653)	69 774	55	15	15	92	102	111

## EXPENDITURE BY VOTE 2019/20

Description R thousand	Ref	Budget Year 2019/20											
		July	August	Sept.	October	November	December	January	February	March	April	May	June
<u>Expenditure by Vote to be appropriated</u>	-	1 983	1 983	1 983	1 983	1 983	1 983	1 983	1 983	1 983	1 983	1 983	1 953
Vote 1 - Council And Executive		3 881	3 881	3 881	3 881	3 881	3 881	3 881	3 881	3 881	3 881	3 881	3 580
Vote 2 - Financial And Administration Services		1 324	1 324	1 324	1 324	1 324	1 324	1 324	1 324	1 324	1 324	1 324	1 324
Vote 3 - Planning and Development		84	84	84	84	84	84	84	84	84	84	84	84
Vote 4 - Community and Social Services		105	105	105	105	105	105	105	105	105	105	105	105
Vote 5 - Public Safety		221	221	221	221	221	221	221	221	221	221	221	221
Vote 6 - Sports and Recreation		901	901	901	901	901	901	901	901	901	901	901	901
Vote 7 - Waste Management		1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017	1 017
Vote 8 - Waste Water Management		499	499	499	499	499	499	499	499	499	499	499	499
Vote 9 - Road Transport		1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435	1 435
Vote 10 - Water		1 455	1 455	1 455	1 455	1 455	1 455	1 455	1 455	1 455	1 455	1 455	1 455
Vote 11 - Electricity		-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>		<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 906</b>	<b>12 575</b>

## DETAILED CAPITAL WORKS PLAN BROKEN DOWN BY WARD/TOWN OVER THREE YEARS

R thousand	Function	2019/20 Medium Term Revenue & Expenditure Framework		
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality:				
	<i>List all capital projects grouped by Function</i>			
PMU Expenditure		1 052	1 101	1 149
Memel/Zamani Construction of Water Supply Line with Associated Storage and Pump Station		6 499	3 547	-
Memel/Zamani Construction of Water Reticulation for 250 Sites		-	4 574	-
Thembalihle/ Vrede: Upgrading of Out-fall Sewer		5 564	5 324	237
Warden/ Ezenzeleni: Construction of Sewer Reticulation for 510 Sites		-	-	4 872
Memel/Zamani: Construction of Water Network for 500 sites in Lindelani		-	-	8 117
Warden/Ezenzeleni: Construction of Water reticulation for 484 sites		-	7 471	-
Construction of Outfall Sewer and Pumpstation in Ezenzeleni Warden		7 658	6 815	-
Warden/ Ezenzeleni: Upgrading of 150 mm to 315mm outfall sewer line and revamping of pump station No.3 and waste water treatment plant (chlorination with minor electrical works)		5 046	2 439	-
Memel/Zamani: Replacement of AC Pipes into PVC Pipes (Phase 2)		5 800	-	
Vrede/ Thembalihle: Replacement of AC Pipes into PVC Pipes		-	10 846	15 000
Refurbishment of Waste Water treatment plant and pump Stations in Vrede		497	-	-
Rehabilition of back water pond at vrede water treatment work		1 000	1 000	7 260
Memel/ Zamani Construction of paved road and storm-water		-	-	6 100
Memel Zamani: Electrification of 300 of 1211 sites		5 160	6 400	6 752
Phumelela: Installation of 4 High-mast lights		3 200	-	-
Warden/ Ezenzelelni: Upgrading of Spots Facility Phase 4		1 797	-	-
Revemping of water treatment plant in Warden		5 000	-	
Ezenzeleni/ Warden: Fencing of Cemeteries		2 936	-	2 936
Parent Capital expenditure		51 208	49 517	52 423

# **PHUMELELA LOCAL MUNICIPALITY**



## **PERFORMANCE INDICATORS**

### **PER DIRECTORATE**

**2019/20**

**PHUMELELA LOCAL MUNICIPALITY**  
**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**  
**2019/2020 FINANCIAL YEAR**

DEPARTMENT: MUNICIPAL MANAGER									
KEY PERFORMANCE AREA (KPA5): Local Economic Development									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
<b>To ensure support (financial &amp; non-financial) to small enterprises, co-operatives and the informal sector</b>	1.1 No of review and approval of the LED strategy (MM1)	0	1	No target for the quarter	1	No target for the quarter	No target for the quarter	No funds available	Cogta
	1.2 No of training programmes offered to SMMEs and cooperatives (MM2)	1	2	No target for the quarter	1	No target for the quarter	1	Funding available	Internal funding
	1.3 Development Phumelela Business forum (MM3)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal funding
	1.4 Number of corporative developed (MM4)	20	8	2	2	2	2	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 2: job creation									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To make a meaningful and visible contribution to employment creation</b>	2.1% Actual capital expenditure (CAPEX) spent as a percentage of the approved/adjusted budget. (MM5)	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	2.2 % Actual capital expenditure (OPEX) spent as a percentage of the approved/adjusted budget. (MM6)	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	2.3 % Resolution of Auditor General queries by end of April (MM7)		50%	10%	10%	10%	20%	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 1): Service delivery and infrastructure development									
PROGRAMME 3: Healthy communities									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To increase awareness and participation of communities in HIV/AIDS, TB, STIs, and other illnesses.</b>	3.1 Number of community awareness programmes conducted on HIV/AIDS, TB and STIs. (MM8)	1	2	No target for the quarter	1	No target for the quarter	1	Funding available	Internal funding
	3.1 Number of sport development programmes organised/ offered.(MM9)	2	2	No target for the quarter	1	No target for the quarter	1	Funding available	Internal funding
	3.3 Number of youth development programmes organised. (MM10)	1	2	1	No target for the quarter	1	No target for the quarter	Funding available	Internal funding
	3.4 Number of programmes organised for women. (MM11)	0	2	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
<b>To increase access to community development services</b>	3.5 Number of programmes organised for children. (MM12)	0	2	1	No target for the quarter	1	No target for the quarter	Funding available	Internal funding

	3.6 Number of programmes organised with the aged. (MM13)	0	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
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KEY PERFORMANCE AREA (KPA 4): Public participation and good governance									
PROGRAMME 4: Corporate governance				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2018)	Q2 (Oct-Dec 2018)	Q3 (Jan - Mar 2019)	Q4 (Apr - Jun 2019)	Budget	Source of funding
<b>To ensure that effective and efficient systems and processes of good governance are implemented and maintained (NKPI 9)</b>	4.1 Credible IDP compiled according to COGTA guidelines.(MM14)		2	0	0	1 Draft	1 FINAL	Funding available	Internal funding
	4.2 No of compliant annual SDBIP approved within 28 days after approval of the budget. (MM15)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal funding
	4.3 No of annual internal audit plan approved by audit committee. (MM16)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal funding
	4.4 No Execution of annual internal audit plan. (MM17)	4	4	1	1	1	1	Funding available	Internal funding
	4.5 No of Developed three rolling coverage plan. (MM18)	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding

	4.6 Number of audit committee meetings held per annum <b>(MM19)</b>	100%	4 per annum	1	1	1	1	Funding available	Internal funding
	4.7 No of reviewed audit charters completed annually. <b>(MM20)</b>	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
	4.8 No of reviewed risk management strategy & policy. <b>(MM21)</b>	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
	4.9 No of compilation and updating of the risk register. <b>(MM22)</b>	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
<b>To ensure that effective and efficient systems and processes of good governance are implemented and maintained (NKPI 9) Continues...</b>	4.10 Number of risk management committee meetings. <b>(MM23)</b>	3	4 per annum = (100%)	1	1	1	1	Funding available	Internal funding
	4.11 No of approved fraud prevention and anti-corruption strategy reviewed annually. <b>(MM24)</b>	1	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding
	4.12 No of approved fraud prevention and anti-corruption strategy implemented annually <b>(MM25)</b>	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal funding
	4.13 No of compliant performance agreements for MM and S56 managers compiled and signed on time. <b>(MM26)</b>	4	4	4	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding

	4.16 No of MSA and MFMA compliant annual report tabled in council by 31 January. (MM27)	1	1	No target for the quarter	No target for the quarter	1	No target for the quarter	Funding available	Internal funding
<b>To ensure that a functional and effective organisational performance management system is adopted and implemented (NKPI: 3)</b>	4.17 No of submission of oversight report to council within 2months after tabling annual report (MPAC). (MM28)	1	End of March = 1	No target for the quarter	No target for the quarter	1	No target for the quarter	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 4): Public participation and good governance									
PROGRAMME 5: Intergovernmental relations (IGR)									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To ensure effective participation by the municipality in all IGR forums and programmes</b>	5.1 % Actual capital expenditure (CAPEX) as a % of the approved/ adjusted budget (MIG). <b>(MM29)</b>	100%	100%	25%	50%	75%	100%	Funding available	Internal funding
	5.2 % Actual capital expenditure (OPEX) as a % of the approved/ adjusted budget. <b>(MM30)</b>	100%	100%	25%	50%	75%	100%	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 3): Financial management and viability									
PROGRAMME 6: Clean audit									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
<b>To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management</b>	6.1 Percentage spent on FMG as per DORA conditions (June 2020) (Amount spent/ budgeted amount * 100). (MM31)	100%	100	15%	35%	60%	100%	Funding available	Internal funding
	6.2 Compiled MFMA Section 72 Report & submission to National & provincial Treasury (Financial) (MM32)	1	1	No target for the quarter	No target for the quarter	Compiled 1 Mid-Year Section 72 Report (January 2019) submitted to National & provincial treasury	No target for the quarter	Funding available	Internal funding
	6.3 Compilation of the municipal valuation roll. (MM33)	1	1	No target for the quarter	No target for the quarter	1 certified supplementary valuation roll by 30 June 2019	No target for the quarter	No	COGTA

	6.4 Submitted adjustment budget inline with the approved Midyear budget and performance assessment report. (MM34)	1 Adjustment budget submitted to council for consideration by 28 February 2018	1 Adjustment budget submitted to council for consideration by 28 February 2019	No target for the quarter	No target for the quarter	1 Adjustment budget submitted to council for consideration by 28 February 2019	No target for the quarter	Funding available	Internal funding
	6.5 Compiled, consolidated & approved municipal budget. (MM35)	1	1	No target for the quarter	No target for the quarter	1	1	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 2): Institutional development and transformation									
PROGRAMME 7: Institutional excellence									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices</b>	7.1 Bimonthly /(every two months) management meetings held. <b>(MM36)</b>	4	8	2	2	2	2	Funding available	Internal funding
	7.2 Sign and conclude Performance Agreements (PA) of the Municipal Manager, Chief Financial Officer, Director Technical; and Director Corporate Service. <b>(MM37)</b>	4	4 signed PA by 28 July 2018 and sign revised PA by February 2019	Signed PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	No target for the quarter	Signed revised PA between Mayor and MM; signed PA between MM and CFO; signed PA between MM and each of the Directors	No target for the quarter	Funding available	Internal funding

	7.3 Quarterly Performance Evaluations for the MM; CFO; Director Technical; and Director Corporate Service for the 2018/19. (MM38)	2 formal performance evaluation reports	2 quarterly performance evaluation reports	No target for the quarter	No target for the quarter	Second quarter Performance Evaluations for the MM, CFO, Director Technical; and Director Corporate Service by 31 January 2020	Third quarter Performance Evaluations for the MM, CFO, Director Technical; and Director Corporate Service by 30 April 2020	Funding available	Internal funding
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**DEPARTMENT: CORPORATE SERVICES**

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 1: Spatial planning									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of Funding
<b>To stimulate development through effective and efficient spatial planning and building control</b>	1.1 Review and approval of the SDF. <b>(COR1)</b>	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	funding available	Own funding
	1.2 Formalisation of identified informal settlements Memel. <b>(COR2)</b>	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	funding available	Own funding
	1.3 Establishment and workshop of a functional Tribunal. <b>(COR3)</b>		1	No target for the quarter	No target for the quarter	No target for the quarter	1	funding available	Own funding

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 2: Clean communities									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
To develop and promote a clean and environmentally-friendly town & communities	2.1 Number of illegal dumps removed. (COR4)	5	5	1	1	1	2	Funding available	Internal Funding

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 3: Safe communities									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
To support and strengthen the fight against crime in all communities	3.1 Update Municipal System Act Code.(COR5)	1	4	1	1	1	1	Funding available	Internal funding

	3.2 Number of school road safety programmes implemented (in consultation with principals). <b>(COR6)</b>	4	2	No target for the quarter	1	1	No target for the quarter	Funding available	Internal funding
	3.4 % community access to the firefighting services. <b>(COR7)</b>	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	3.6 Number of fire safety awareness conducted. <b>(COR8)</b>	1	4	1	1	1	1	Funding available	Internal funding
	3.7 %Traffic management laws enforced. <b>(COR9)</b>	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	3.9 % of actual capital expenditure (OPEX) spent as a percentage of the approved/adjusted budget. <b>(COR 10)</b>	100%	100%	100%	100%	100%	100%	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 4: Disaster management									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
To increase awareness and participation of communities in disaster management.	4.2Review and implementation of the Disaster Management Plan. (COR11)	1	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 4): Public participation and good governance									
PROGRAMME 5: Participatory governance and Intergovernmental relations (IGR)									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
To improve the level of functionality of public participation systems in the municipality	5.1 Number of functional ward committees established. (COR12)	8	32	8	8	8	8	Funding available	MSIG
	5.2 Number of ward committees trained on identified core skill areas.(COR13)	1	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding

	5.3 Number of quarterly community meetings held per ward.(COR14)	4	4 per ward, per annum	1 meeting per ward, per quarter	Funding available				
<b>To improve internal and external communication</b>	5.4 Number of monthly updates of municipal website completed.(COR15)	12	12 per annum per ward	3 updates per quarter, per ward	Funding available	Internal funding			

KEY PERFORMANCE AREA (KPA 4): Public participation and good governance										
PROGRAMME 6: Customer care and Facilities management										
Objectives	Key performance indicator (2019/20)	2019/20 Quarterly Targets							Budget	Source of funding
		2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)			
<b>To ensure the effective, efficient and economical management of municipal facilities</b>	6.1 No of Review of the ICT policy and submission thereof to the Council for approval.(COR16)	0	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding	
	6.2 Principles by ensuring a fully functional ICT steering committee.(COR17)	2	4	1	1	1	1	Funding available	Internal funding	

PROGRAMME 7 : Human capital									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
<b>To provide sufficient and skilled human capital to enable all departments to function optimally in order to enhance institutional capacity and effective service delivery</b>	7.1 Percentage of funded critical posts filled by suitably qualified candidates. <b>(COR18)</b>	60%	80%	40%	No target for the quarter	40%	No target for the quarter	Funding available	Internal funding
	7.2 Review of the Organizational structure. <b>(COR19)</b>	0	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding
	7.3 Development and implementation of WSP and annual training submitted to LGSETA. <b>(COR20)</b>		1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	LGSETA funding
	7.4 No of staff training as per WSP targets on annual basis. <b>(COR21)</b>		4	1	1	1	1	Funding available	Internal funding

	7.5 No of implementation plans of EE plan as per approved targets and measures.(COR22)		1	No target for the quarter	No target for the quarter	1	No target for the quarter	Funding available	Internal funding
	7.6 Measures to improve LLF functionality developed and implemented. (COR23)		12 meetings per annum	3	3	3	3	Funding available	Internal funding
	7.7 % of grievances reported and handled in terms of collective agreements (within 5days).(COR24)		100%	100%	100%	100%	100%	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 2,3,4): Institutional development and transformationFinancial management and viabilityPublic participation and good governance									
PROGRAMME 8: Institutional excellence									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To create a working environment that enables good staff morale, high performance and effective functioning of council structures</b>	8.1 Schedule of meetings to support services provided to Council in line with set standards. <b>(COR25)</b>	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding
	8.2 No of Agendas and minutes of Council and Committees compiled and delivered on time. <b>(COR26)</b>	4	4	1	1	1	1	Funding available	Internal funding
	8.3 No of system for tracking implementation of Council resolutions developed. <b>(COR27)</b>	1	4 (Per Annum)	1	1	1	1	Funding available	Internal funding
	8.4 % of auditor general queries resolved. <b>(COR28)</b>		50%	10%	10%	10%	20%	Funding available	Internal funding

<b>To create a working environment that enables good staff morale, high performance and effective functioning of council structure</b>	8.5 Development and quarterly updating of the contract register.(COR29)	4	4	1	1	1	1	Funding available	Internal funding
	8.6 Number of awareness campaigns on collective agreements conducted annually.(COR30)	1	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding
	8.7 % of legal opinions provided on legal matters.(COR31)	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	8.8 % of civil matters/ cases defended against the municipality.(COR32)	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	8.9 % of updated declaration of interest register maintained.(COR33)	100%	100%	25%	25%	25%	25%	Funding available	Internal funding
	8.10 No. of employee wellness programmes provided to employees (e.g alcohol and drug abuse, family violence).(COR34)	2	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding

**DEPARTMENT: TECHNICAL SERVICES**

<b>KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development</b>										
<b>PROGRAMME 1: Water (Priority 1)</b>										
<b>Objectives</b>	<b>Key performance indicator (2019/20)</b>	<b>2019/20 Quarterly Targets</b>							<b>Budget</b>	<b>Source of funding</b>
		<b>2018/19 Actual</b>	<b>Annual Target 2019/20</b>	<b>Q1 (July - Sept 2019)</b>	<b>Q2 (Oct-Dec 2019)</b>	<b>Q3 (Jan - Mar 2020)</b>	<b>Q4 (Apr - Jun 2020)</b>			
To ensure sufficient bulk supply	1.2 Maintenance Plan developed and approved by Council. <b>(TS1)</b>	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal Funding	
To ensure effective and efficient management of water resources	1.3 Replacement of Asbestos pipe to UPVC pipe in Memel/ Zamani. <b>(TS2)</b>	100%	100%	25%	50%	75%	100%	4 747 867,58	WSIG	
	1.4 Thembalihle/Vrede (Ext 4): Construction of the new 3.5MI Concrete Reservoir. <b>(TS3)</b>	100%	100%	25%	50%	75%	100%	20 228 297,35	MIG	
	1.5 Refurbishment of water treatment works in Memel & Vrede. <b>(TS4)</b>	100%	100%	25%	50%	75%	100%	5 000 000,00	WSIG	
	1.6 Replacement of Asbestos pipes in Warden. <b>(TS5)</b>	100%	100%	25%	50%	75%	100%	5 000 000,00	WSIG	
	1.7 Phumelela: Installation of 245 Water meters. <b>(TS6)</b>	100%	245=100%	25%	50%	75%	100%	2 100,00	MIG	

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 2: Sanitation (Priority 2)									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To ensure the effective and efficient management of the sanitation system and network	2.1 % Refurbishment of sewer rising main (asbestos) for Ezenzeleni area and Construction of New Sewer Pump Station with outfall sewer .(TS7)	100%	100%	25%	50%	75%	100%	7 657 523,21	WSIG

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 3: Electricity (Priority 7)									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To ensure access to electricity by all communities	3.1 No. of HHs provided with new metered stand connections in formal areas.(TS8)	0	100%	No target for the quarter	No target for the quarter	No target for the quarter	100%	Funding available	Internal Funding
To ensure the effective and efficient management of the electricity network	3.13 No of Phumelela High mast lights (4).(TS9)		4	No target for the quarter	4	No target for the quarter	No target for the quarter	3357586,48	MIG

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 4: Roads and storm water (Priority 3)									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of Funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To ensure sufficient roads and storm water networks to all</b>	4.1 Total kms of un-engineered roads (dirt roads) graded. <b>(TS10)</b>		12km	3km	3km	3km	3km	Funding available	Internal Funding
	4.2 No of Development and approval of the storm water infrastructure maintenance plan. <b>(TS11)</b>		1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal Funding
	4.3 No of pavement management system developed and approved. <b>(TS12)</b>	0	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal Funding
	4.4 Ezenzeleni/Warden: Construction of 1km pave road phase 2. <b>(TS13)</b>	100%	100%	25%	50%	75%	100%	3 926 214,59	MIG

	4.5 Thembalilhe: Construction of 2km paved road and storm water phase 2. <b>(TS14)</b>	100%	100%	25%	50%	75%	100%	30 152 015,94	MIG
	4.6 Repair and Maintenance of Tar Road. <b>(TS15)</b>	100%	100%	25%	50%	75%	100%	7 969 431,11	MIG
	4.7 Construction of Pedestrian Bridges. <b>(TS16)</b>	100%	100%	25%	50%	75%	100%	3 607 428	MIG

**DEPARTMENT: FINANCIAL SERVICES**

KEY PERFORMANCE AREA (KPA1): Service delivery and infrastructure development									
PROGRAMME 1: Sustainable livelihoods									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To ensure that poor households have access to free basic services (NKPI 5)	1.1 No of placement of an advert annually in the newspaper calling for IGG registration.(FS1)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funds available	Internal funding

KEY PERFORMANCE AREA (KPA 3,4): Financial management and viability Public participation and good governance									
PROGRAMME 2: Revenue and cash flow management									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To ensure effective an efficient management of municipal revenue and cash flow according to national norms and standards	2.1 % of Debtors revenue collected.(FS2)	60%	92%	75%	85%	87%	92%	Funds available	Internal funding
	2.2No of Billing done monthly, no later than the end of the month.(FS3)	12	12	3	3	3	3	Funds available	Internal funding

	2.3 No of Completion report of all meter readings of every month.(FS4)	12	12	3	3	3	3	Funds available	Internal funding
	2.4 No of report on issuing of warning letters no later than 20th of the month.(FS5)	12	12	3	3	3	3	Funds available	Internal funding
	2.5 No of report to ensuring that all cut offs have been effected.(FS6)	12	12	3	3	3	3	Funds available	Internal funding
	2.6 No of Submission of cash flow to the Mayor.(FS7)	12	12	3	3	3	3	Funds available	Internal funding

KEY PERFORMANCE AREA (KPA 3,4 ): Financial management and viability Public participation and good governance									
PROGRAMME 3 : Expenditure management and SCM									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To implement an effective and efficient system of expenditure and supply chain management	3.1 Actual operating expenditure (OPEX) as a percentage of the approved/ adjusted budget. (FS8)	100%	100%	25%	50%	75%	100%	Funding available	Internal funding

	3.1 % of FMG allocation spent.(FS9)	100%	100%	25%	50%	75%	100%	Funding available	Internal funding
	3.2 % Payment of creditors within 30 days of receipt of the invoice. (FS10)	50%	100%	75%	75%	100%	100%	Subject to cash flow	Own funds and MIG
	3.3 No of Timous payment of salaries.(FS11)	12	12	3	3	3	3	Funding available	Internal funding
	3.4 No of Timous payment of salary deductions.(FS12)	12	12	3	3	3	3	Funding available	Internal funding
	3.5 No of Timous payment of insurance premiums.(FS13)		1	1	0	0	0	Funding available	Internal funding
	3.6 Submission of insurance claims received from depts. to insurer.(FS14)	100%	100%	100%	100%	100%	100%	Funding available	Internal funding
	3.7 No of annual reviews of insurance premiums.(FS15)	0	1	No target for the quarter	No target for the quarter	No target for the quarter	1	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 3,4): Financial management and viability Public participation and good governance									
PROGRAMME 4 : Expenditure management and SCM Continues...									
Objectives	Key performance indicator (2019/20)	2018/19A ctual	Annual Target 2019/20	2018/19 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To implement an effective and efficient system of expenditure and supply chain management continues...</b>	4.1: Awarding quotations between R30 000 and R200 000 within 21 working days after receipt of the request.(FS16)	21 days	21 days	21 days	21 days	21 days	21 days	Funding available	Internal funding
	4.2 Tenders for bids above R200 000 processed and decided within 90days of the advertisement.(FS17)	90 days	90 days	90 days	90 days	90 days	90 days	Funding available	Internal funding
	4.3 No of report on compliance with SCM policy and procedures.(FS18)	4	4	1	1	1	1	Funding available	Internal funding
	4.4 % Reduction of fruitless and wasteful, unauthorised and irregular expenditure (prior year audited AFS as baseline).(FS19)	10%	40% reduction annually= 100%	10%	10%	10%	10%	Funding available	Internal funding
	4.5 No of quarterly reporting to council on awarded tenders.(FS20)	4	4	1	1	1	1	Funding available	Internal funding

	4.6 No of quarterly reporting to council on deviations R30000 and R200 000.(FS21)	4	4	1	1	1	1	Funding available	Internal funding
	4.7 No of quarterly reporting to council on procurement from R30000 - R200 000.(FS22)	4	4	1	1	1	1	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 3,4): Financial management and viability Public participation and good governance									
PROGRAMME 5:Budgeting and reporting									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
<b>To ensure that the municipal budget and financial reporting processes are compliant with applicable legislation</b>	5.1Actual expenditure (CAPEX) as a % of the approved/ adjusted budget for finance.(FS23)		92%	25%	50%	75%	92%	funding available	internal funding
	5.2 Actual expenditure (OPEX) as a % of the approved/ adjusted budget for finance.(FS24)		92%	25%	50%	75%	92%	funding available	internal funding

	5.3 No of draft budget compiled and tabled by no later than 31 March.(FS25)	1	1	No target for the quarter	No target for the quarter	1	No target for the quarter	funding available	internal funding
	5.4 No of adjustment budget tabled by no later than end of February.(FS26)	1	1	No target for the quarter	No target for the quarter	1	No target for the quarter	funding available	internal funding
	5.5 No of annual budget (MTREF) compiled and approved in time by Council.(FS27)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	funding available	internal funding
	5.6 No of development, review, and approved budget related policies as per the national treasury and MFMA requirements (not later than 31 May).(FS28)	1	1	No target for the quarter	No target for the quarter	No target for the quarter	1	funding available	internal funding
	5.7 No of compilation and submission of monthly budget statement to the Mayor by no later than 10 working days after the end of each month.(FS29)	12	12	3	3	3	3	funding available	internal funding

KEY PERFORMANCE AREA (KPA 3,4): Financial management and viability and Public participation and good governance									
PROGRAMME 6:Budgeting and reporting continues...									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
<b>To ensure that the municipal budget and financial reporting processes are compliant with applicable legislation continues...</b>	6.1 No of timeous submission of monthly national treasury returns.(FS30)	12	12	3	3	3	3	Funding available	Internal funding
	6.3 No of submission of mid-year assessments to the Mayor by 25 January.(FS31)	1	1	No target for the quarter	No target for the quarter	1	No target for the quarter	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA 3,4): Financial management and viability Public participation and good governance									
PROGRAMME 7: Clean audit (Priority 5)									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
<b>To ensure that the municipality received a clean audit report</b>	7.1 No of submission of annual financial statements to AG by the end of August.(FS32)	1	1	1	No target for the quarter	No target for the quarter	No target for the quarter	Funding available	Internal funding

	7.2 No of compilation and implantation of action plan pertaining to the issues raised by internal audit and AG.(FS33)	1	1	No target for the quarter	1	No target for the quarter	No target for the quarter	Funding available	Internal funding
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KEY PERFORMANCE AREA (KPA 2): Institutional development and transformation									
PROGRAMME 9: Institutional excellence									
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	2019/20 Quarterly Targets				Budget	Source of funding
				Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)		
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	9.1 No of Submit monthly report to management on the actual performance against the SDBIP.(FS34)		4	1	1	1	1	Funding available	Internal funding

KEY PERFORMANCE AREA (KPA5): Local Economic Development									
PROGRAMME 10: Local Economic Development									
				2019/20 Quarterly Targets					
Objectives	Key performance indicator (2019/20)	2018/19 Actual	Annual Target 2019/20	Q1 (July - Sept 2019)	Q2 (Oct-Dec 2019)	Q3 (Jan - Mar 2020)	Q4 (Apr - Jun 2020)	Budget	Source of funding
Create an environment that promotes development of the local economy and facilitate job creation.	10.1 Percentage of the capital budget awarded to local service providers.(FS35)	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	Funding available	Internal funding